EXCOM-20-79

OS REGISTRY

FILE *Committees* 18

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2 0 APR 1979

MEMORANDUM FOR: Executive Committee Members

25X1A   FROM   :   ████████████

~~Secretary, Executive Committee~~

SUBJECT   :   Information Handling Study

    1. At our 11 April meeting, it was agreed that Agency information handling is an example of a strategic planning activity that the Committee should undertake and that this is a topic we could address rather soon. The attached memorandum recommends Executive Committee endorsement of a proposed study on Agency information handling. A Committee meeting is scheduled for early May for discussion and decision on this proposal.

    2. Because of the pervasive and complex nature of this topic in general and the comprehensiveness of this study in particular, you and your staff might want to review the proposal with some care and, if appropriate, suggest changes to the guidance which the Committee will provide to the study team. If you have comments, please forward them to me by noon, Monday, 30 April.

████████████████████   25X1A

Attachment:
  As Stated

cc: D/ODP
   D/OS

EXCOM-19-79

17 APR 1979

OS REGISTRY
FILE Committees 18

MEMORANDUM FOR: Secretary, Executive Committee

FROM   :   James H. Taylor
                    Comptroller

                    Don I. Wortman
                    Deputy Director for Administration

SUBJECT   :   Information Handling Study

REFERENCE   :   Comptroller Memo of 21 Nov. 1978 to Deputy
                    Directors and DCI Admin., Same Subject

1.   This memorandum recommends Executive Committee approval, as
stated in paragraph 9, for an Agencywide study to develop a strategic plan
in information handling. A definition of the problem is proposed, based
on comments from Agency components, as well as management arrangements
and a basic methodology for the study.

2.   The proposed study is intended to fulfill the Agency goal proposed
jointly by the DDA and the Comptroller and adopted at the DCI's Goals
Conference in September 1978:

        To develop a comprehensive information handling
        strategy for the Agency and a structure for more formal
        continuing coordination of the Agency's ADP, communications,
        records management, and word processing activities.

The reasons for pursuing this goal are manifold; the referenced memorandum
reviews several of them. In general, there is a growing sentiment among
managers at all levels on the need to set a long-range course in Agency
information handling and to find a way for managers to work together better
in setting the course and pursuing it.

3.   Given proper guidance, resources, and expertise, the proposed study
should result in a strategic plan which will govern the development or
revision of information handling systems and provide a framework to ensure
that major investment decisions are consistent with our long-term needs.
Within five years, if our planning is effective, we should be in a position
to assert that CIA's information flows through well understood, carefully
constructed systems, automated where cost effective, compartmented where
security dictates, and capable of relating smoothly and efficiently with

other systems when such interrelationship is necessary or desirable.
The plan will not be static; it must be flexible enough to accommodate
new needs and solve unanticipated problems as they arise.

4. The plan should serve both senior managers, by proposing manage-
ment adjustments and advising them on the kinds of issues that warrant
their attention over the next five years, and systems and component managers,
by providing guidance to them on requirement priorities and recommending
methods for achieving "a system of systems."

5. In order to develop guidance on what we want to see in the
end product of the study, an attempt has been made to define the Agency's
information handling problem. As a first step, responses on several
questions relating to information handling were solicited from all Agency
components (see reference). These were reviewed carefully (and with some
difficulty because of the diversity of views). Attachment A contains the
results of the analysis of the responses. The following summarizes this
analysis:

    a. The topic. Information handling in CIA is the
systematic creation, movement, use, storage, retrieval,
and disposal of intelligence and management information
with the support of automated or other clearly identifiable
processes and with due regard for control of sensitive and
compartmented data.

    b. The problem. CIA handles enormous amounts of
intelligence and management information. It has devised
numerous manual and automated systems, some of them highly
successful, to assist in the generation, movement, use,
storage, retrieval, and disposal of this mass of data. In
far too many cases, however, these systems interact and
relate to one another on a random, unplanned basis. Where
exceptions exist, where "systems of systems" have been
developed by forward-looking managers and systems analysts,
there has existed no mechanism to relate these "systems
of systems" to other such systems. Additionally, no
Agencywide standards or policies exist to govern the
development of new systems or the beneficial interfacing
of existing systems. If we are to develop more orderly,
systematic methods for managing our information, we need
to know more about our existing information handling systems,
about the ways in which these systems do or do not interact,
and about how certain systems should interact.

    c. The major issues.

    (1) There is no central organization responsible for
        policy formulation, planning, and tracking the
        effectiveness of the many information handling
        systems in use or proposed for use in CIA.

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(2) Growth in the volume of information handled by
CIA components places a premium on development
of more effective means of moving, selecting,
retrieving, displaying, and discarding that
information.

(3) No common standards and policies exist for planning
and guiding the development of information handling
systems and the selection of software and hardware
to automate those systems.

(4) Technological developments are blurring the tradi-
tional functional boundaries between information
handling organizations, and we have not developed
mechanisms to deal effectively with cross-
functional information handling techniques.

6. The identification of the Agency's information handling problems
leads to the next step: establishing substantive guidance for those
responsible for the planning study. This will require some interaction
between the Executive Committee and the manager of the study when he/she
is identified. As a takeoff point for this interaction, a list of questions
that the study should address has been drafted. They were derived from
the issues listed above and from our perception of top-level management
concerns. The first cut at this guidance for this study is in Attachment B.

7. The following steps should be taken in carrying out this study:

a. The Executive Committee should direct the DDA
to designate a senior Agency officer as the full-time
project manager, and provide a small professional staff
of one or two officers and a secretary. Candidates from
the Agency at large should be considered for these
positions.

b. The project manager should develop terms of
reference and a study plan and obtain Executive Committee
approval to proceed. The project manager should explore
the advantages of using contractor support to assist with
the project. Funds should be allocated for this purpose.

c. Under the guidance of the DDA, the project team
should, over a period of about one year, develop a strategic
plan for information handling, reporting progress to the
Executive Committee as the DDA and the DDCI deem appropriate.

d. The Executive Committee should approve the plan
after appropriate Agencywide review and begin to monitor
its execution.

8. In reviewing alternatives to the proposed approach, the Executive
Committee should consider the following points:

a. It should be clear that while there are differing views on many aspects of this topic—its definition, the problems and possible solutions—there is general agreement that the problem needs attention.

b. There is a fundamental question about the scope of the study that is concerned not only with one's concept of what is or is not to be included under the definition of information handling, but also with the manageability and cost of the effort. We believe the study should be as comprehensive as possible, within the limits imposed by a rather fixed schedule and the resources and talents of the study team.

c. The most basic question, of course, is whether to undertake the study. While the payoff is difficult to predict (primarily because the Agency has never undertaken such an effort), the results to be expected from our current methods of dealing with our information handling future are equally as unpredictable. New information systems will emerge; old ones will be modified. Without a strategic plan, the managers of these systems will continue to be plagued with the problems we see today and their efforts will at best produce only incremental improvements in our current situation in system design and interaction, procurement, data flow procedures, standards—all those issues mentioned by Agency components and summarized above.

9. It is recommended that the Executive Committee:

a. Approve in principle the proposed information handling study.

b. Endorse the general statement of the problem and the issues stated in paragraph 5 as the basic guidance for the study.

c. Endorse the general methodology for the study as proposed in paragraph 7 and ensure the support of all Agency components in the data gathering/and analysis tasks of the study.

25X1A

James H. Taylor   Don I. Wortman

Attachments:
  As Stated

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ODP # 9-542

0 2 APR 1979

OS REGISTRY
FILE Committee 18

MEMORANDUM FOR: James H. Taylor
                 Comptroller

                 Don I. Wortman
                 Deputy Director for Administration

FROM   :   Bruce Johnson
                     Acting Director of Data Processing

SUBJECT   :   Information Handling Study; Problem Definition

REFERENCE   :   Comptroller Memo of 21 Nov. 1978 to Deputy
                     Directors and DCI Admin., Same Subject

     1. An Agency goal in information handling was proposed jointly by
the DDA and the Comptroller and adopted at the DCI's Goals Conference in
September 1978. The goal has been stated as follows:

          To develop a comprehensive information handling
     strategy for the Agency and a structure for more formal
     continuing coordination of the Agency's ADP, communica-
     tions, records management, and word processing activities.

In November 1978 the Comptroller solicited comments on the goal from all
Agency components, requesting responses to the following four questions:

          a. How, for management purposes, should we define
     information handling? So many define it so differently
     that we need to develop a composite definition.

          b. What are your major problems in handling infor-
     mation that presently affect or will in the future affect
     the performance of your component and/or other Agency
     components?

          c. What are the Agencywide management issues in
     information handling that you believe need attention
     in this study (e.g., planning, utilization of technology,
     internal organizational relationships, others)?

d. What programs, now under way or being planned, do you think have a bearing on these issues and therefore need

Component and directorate responses of varying length and comprehensiveness were received in December. The purpose of this memorandum is to present the results of the analysis of these responses.

2. Definition of information handling: The most common processing elements among those included in the definitions offered by various components were dissemination (also referred to as transmission, transfer, communication, flow, exchange or sharing), storage (also called recording, preservation, or filing), retrieval (the query process), and transformation (also manipulation, processing, transcription, editing, or reorganizing). Most definitions assumed a common understanding of what kinds of information were being stored and retrieved, but a few explicitly included references to management information as well as intelligence information, and there were several mentions of information needed to support decisions and to assist in the accomplishment of Agency missions. A brief composite definition would be:

Information handling in CIA is the systematic creation, movement, use, storage, retrieval, and disposal of intelligence and managment information with the support of automated or other clearly identifiable processes and with due regard for control of sensitive and compartmented data.

3. Major information handling problems and management issues: By far the most common problem identified has to do with establishing Agencywide information handling policy. A majority of those commenting on this problem suggested organizational realignment as the most logical solution, calling to mind the conclusions of the July 1977 report to the then DDCI on "ADP Issue No. 3," which recommended among other things the establishment of a new component at the DDCI level, charged with responsibility for Agencywide ADP planning, policy formulation, and performance review.

Information Handling Issue No. 1: There is no central organization responsible for policy formulation, planning, and tracking the effectiveness of the many information handling systems in use or proposed for use in CIA.

The second most common set of problems and issues cited by Agency components involves the amounts of information which must be handled, the timeliness with which existing automated systems deliver the information, and the limited resources available to deal with the volume and improve the movement and retrieval. Selectivity, in collection, in retention, and in dissemination, is seen as essential. Reference is also made to the disparity between the investments made in sophisticated collection systems and those made to develop systems which will make the collected data available for analytical review and intelligence production.

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volume of information handled by CIA components places
a premium on development of more effective means of moving,
selecting, retrieving, displaying, and discarding that
information.

Related to the coordination problem already discussed is the matter of
common standards, or the lack thereof, for the development of information
handling systems. Not only software standards are lacking; there is no
common policy governing the choice of hardware, and this lack is perceived
as particularly shortsighted as decentralized use of mini- and micro-
computers and word processors grows. Standardized approaches are desired,
but preferably those which still permit tailoring to meet unique require-
ments of individual components. "Systematic" is the term most often
used or implied in the discussion of this issue.

> Information Handling Issue No. 3: No common standards
> and policies exist for planning and guiding the development
> of information handling systems and the selection of
> software and hardware to automate those systems.

(It should be noted that in a parallel development a task force organized
by the DDA at the request of the DDCI recently completed a report which
recommended the establishment of a permanent Agencywide committee of soft-
ware specialists charged with the development of standards to be met by
new software developed anywhere in CIA. The DDCI has approved the recom-
mendation.)

The following issues, while not so commonly cited as those above,
were mentioned in one guise or another by three or more offices and so
deserve to be included in this compilation:

> Information Handling Issue No. 4: Technological devel-
> opments are blurring the traditional functional boundaries
> between information handling organizations, and we have not
> developed mechanisms to deal effectively with cross-
> functional information handling techniques.

> Information Handling Issue No. 5: We have a
> growing need for a common query language to ensure
> efficient access to various data bases.

> Information Handling Issue No. 6: Restrictive
> procurement directives and budgetary decisions inhibit
> Agency efforts to select efficient alternative mechanisms
> to solve specific information handling problems.

> Information Handling Issue No. 7: Any study of CIA
> information handling must take into account the growing
> demands placed on CIA information systems to support
> Community programs.

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The foregoing concentrates on areas of some agreement, but should not be taken to mean that there is universal agreement on all aspects of this complex subject. A number of divergences can be found, of which the most fundamental has to do with the scope of any study of information handling in CIA. On the one hand, we are urged to confine the task statement to be sure that task is manageable; on the other hand we are told that "failure to /include/ all of the ways in which data and information are manipulated within the Agency will frustrate /our/ efforts and result in a partial and incomplete answer...likely to be incompatible with functions not examined." The issue can be stated as follows:

Information Handling Issue No. 8: To be useful, the study of information handling in CIA must be comprehensive, even though no one has suggested that we create a single, monolithic information control system. A study of such magnitude will be costly and time consuming. Can we afford to do it? Can we afford not to do it?

4. Programs planned or under way, which must be addressed in any study of information handling. The programs most commonly cited as having relevance to the Information Handling Study are:

SAFE
Interim SAFE
Career Service Studies (ADP careerists, Registry and
    Information Control careerists)
Cable Dissemination System (CDS)
COINS II
ADSTAR
CRAFT
Crisis Management Project
New Standard Soft-copy Computer Terminal and Word Processor
ADP Standards Committees and Government Panels
IRO Study Plan
RAPID
AEGIS/RECON (and possible expansion to serve the
    Intelligence Community)
Display Conferencing
ETECS
CAMS
Security Task Force Recommendations
Persign
ETAR

5. The information handling problem: The essential elements of the problem as described by Agency components suggest the following composite statement of the problem:

Problem: CIA handles enormous amounts of intelligence and management information. It has devised numerous manual and automated systems, some of them highly successful, to

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assist in the generation, movement, use, storage, retrieval, and disposal of this mass of data. In far too many cases, however, these systems interact and relate to one another on a random, unplanned basis. Where exceptions exist, where "systems of systems" have been developed by forward-looking managers and systems analysts, there has existed no mechanism to relate these "systems of systems" to other such systems. Additionally, no Agencywide standards or policies exist to govern the development of new systems or the beneficial interfacing of existing systems. If we are to develop more orderly, systematic methods of managing our information, we need to know more about our existing information handling systems, about the ways in which these systems do or do not interact, and about how certain systems should interact.

6. The most significant messages conveyed by the responses to the Comptroller's questionnaire are that we are paying a significant if sometimes hidden price for the lack of planning in information management and that we can ill afford to allow vital information systems to proliferate in total independence one from another.

/S/

Bruce Johnson

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B
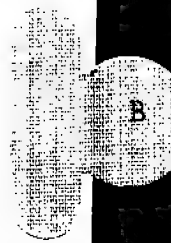
DRAFT

Questions to be Addressed in the Information Handling Study

Executive-Level Management

1. What are our fundamental goals in information handling? How do they relate to the Agency's mission and to our legislative and executive order requirements? (This question must be the first order of business, probably addressed as part of the terms of reference for the study.)

2. What major investment decisions will have to be made in information handling in the next five years?

3. What will we get for our investment? How will we measure the payoff?

4. What milestones in the information handling plan will require executive-level review? What review mechanism is recommended?

5. What policies (authorities, controls, standards) need to be established to facilitate meeting our fundamental goals in information handling? What mechanisms are needed to establish and monitor these policies?

6. What will be the major problems and tradeoffs in information handling that Agency executives will need to be alert to as we proceed? What will be the indicators?

Coordination and Management

1. What changes, if any, are needed in our organizational arrangements to deal more effectively with the increasing similarity of functions, procedures, and techniques? What are our options?

2. What management mechanisms are needed to ensure compatability and effective interaction in the development of future systems?

3. What security and system integrity problems will we face over the next five years? How can we solve the problems identified in the report of the Security Review Task Force? Can they be solved at reasonable cost?

4. What needs to be done to ensure effective interaction between Agency information handling systems and others in the Intelligence Community?

5. To the extent that the plan calls for developing new information handling systems and making modifications to our current ones, what will be the costs?

6. Do we have the other resources (space, number, and skills of people) to undertake the needed tasks?

System Development and Management

1. What are the steps in the flow of operational, positive intelligence, and administrative information into, through, and out of the Agency? Where are the bottlenecks?

2. What are the characteristics of the Agency's current and planned information handling systems? How do/should these systems interact?

3. How should future information handling systems serve their users? What are the information needs of managers, administrators, case officers, analysts, technologists?

4. What information handling systems beyond those already planned need to be developed? Which of our current or planned systems need major changes? What are the priorities of the needed work?

5. What R&D investments are needed to meet the Agency's information handling needs in the next ten years? What guidelines should be followed in evaluating and exploiting new information handling technology as it becomes available?

OS REGISTRY

FILE _Committee_ 18

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DD/A 79-0394/8

12 April 1979

MEMORANDUM FOR: All DDA Offices and Staffs
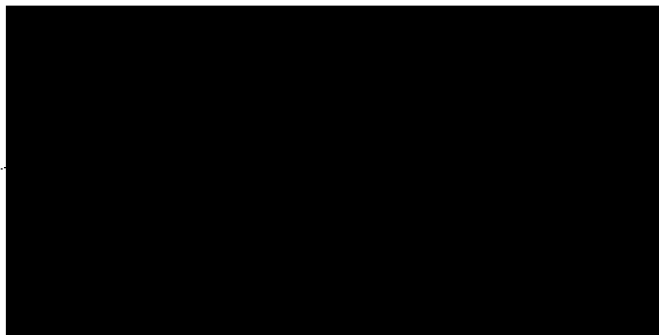
STATINTL FROM: ████████████████

Acting EO/DDA

SUBJECT: Executive Committee

For purposes of consistency, would you please
refer to the new Executive Committee, if you must
abbreviate, by EXCOM.

STATINTL

OS-9-0853/2

3 April 1979

OS REGISTRY
FILE *Committees* 18

MEMORANDUM FOR: Secretary, CIA Executive Committee

FROM: Don I. Wortman
                                  Deputy Director for Administration

SUBJECT: Agenda Topics for CIA Executive Committee

REFERENCE: A.   Memorandum from Comptroller dated 30 January 79,
                                     Subject: Agency Management, Revitalizing the EAG

                                B.   Memorandum from DDCI dated 9 March 79, Subject:
                                     The CIA Executive Committee

    1.   In response to reference B., I am forwarding suggested topics
for consideration by the CIA Executive Committee. Attachment 1. is a
list of topics upon which work has already begun due to earlier interest
expressed by the DCI and DDCI. I believe these should be scheduled for
early consideration by the Executive Committee and have indicated dates
by which we will be prepared to present our reports to the Committee.
Attachment 2. is a list of additional topics I would like to have
included on the Executive Committee agenda in the future.

    2.   In addition to the topics listed in the attachments, the NAPA
Report and the resulting implementation plan should be given high
priority on the Executive Committee agenda. If the report receives
the careful consideration it deserves, a number of meetings will need
to be devoted to this important topic.

    3.   Of the 19 topics suggested in the attachment to reference A.,
I recommend that manpower related topics (Items #2 - Personnel policy;
#11 - Manpower allocation; #12 - Managing the process of doing more
with less; and #14 - Productivity enhancement) and the Information
Handling Study (Item #5) be given the highest priority. I also
recommend that the Annual ADP review continue to enjoy the same high
priority that it did in the EAG.

                                          Don I. Wortman

Attachments:
  1. & 2. As Stated

Distribution:
  Original - Addressee w/atts
         1 - DDCI w/atts
         1 - ER w/atts
         1 - DDA Subj/Chrono w/atts
         1 - ADDA Chrono

OS 9 0853/1

All Portions of this
Memorandum are Unclassified

SUGGESTED CIA EXECUTIVE COMMITTEE TOPICS

FOR EARLY CONSIDERATION

1. CIA Retirees - The Office of Personnel is studying
a number of DCI questions regarding retirees. Included
are such questions as: Should we be doing more for our re-
tirees? Should we keep them better informed? Should we ask
them to help us recruit? Should we ask them to help us im-
prove our public image? The Office of Personnel is preparing
a briefing and will distribute a point paper prior to the
Executive Committee members before the meeting. They will be
prepared by 25 April 1979.

2. Recruiting on College Campuses - The Director has
indicated specific interest in how we are doing on campus
recruitment and would like the following points addressed:
Should we inventory our retired and active employees as to
their college of origin and engage them on these campuses?
Do we really want to recruit on campuses or are we inter-
ested in people with more experience? Can all of the Direc-
torates help by supplying temporary recruiters for blitz
activities on individual campuses? The Office of Personnel
is working up a briefing and will distribute a point paper
prior to the Executive Committee meeting. They will be ready
on 2 May 1979.

3. Language Training Incentives - Based on an interest
shown by the DDCI, the Director of Training is working on a
package which will provide options on language training in-
centives as well as other proposals to attract students,
conserve our assets and generally improve our language training
program. A paper will be prepared to the DDCI. Hopefully, it
will have been coordinated and endorsed by Agency Directorates
and be ready for review by the Executive Committee after 30
April 1979.

4. FY '79 Advanced Personnel Plan - After a thorough
briefing of the Agency Advanced Personnel Plan and struck by
the amount of valuable information contained therein,
Mr. Wortman feels that discussion of this personnel manage-
ment tool would be important for Executive Committee review.
He suggested this discussion take place prior to the thorough
review of the NAPA report. The Office of Personnel is prepared
to provide such a briefing in early May.

5. <u>Civil Service Reform Act</u> - Although the Agency is exempt, the Office of Personnel is studying the Civil Service Reform Act to determine what elements of it may be incorporated into the Agency personnel management plan. There continue to be questions concerning the implementation of the Act, there-fore, it is suggested that a presentation not be arranged prior to the month of June. Two areas to be explored at that time would be the Senior Executive Service and the merit pay features. It is expected that point papers will be distributed to the Executive Committee prior to the presentation.

ADDITIONAL TOPICS FOR CONSIDERATION BY

THE EXECUTIVE COMMITTEE

1. Recruitment and Retention of Engineers and Scientists - The Agency is experiencing increasing difficulty in recruiting and retaining high caliber technical (engineering) and scientific personnel. There appears to be a salary gap between the Agency and private sector both at the entry and journeyman levels. If the Agency is to attract and retain the quality of professionals needed to support our technologically-advanced systems, we may need to establish salary levels competitive with the private sector rather than establishing salaries based on similar positions in other Federal agencies. The Executive Committee should initiate a study of this issue to determine whether there is a need for the DCI to exercise his unique salary-setting authority to maintain the required degree of professional excellence in our engineering and scientific work.

2. Overseas Incentives and Benefits Program - The motivation for overseas service is diminishing. Geographic mobility is adversely impacted by changing social conditions, including the entry of more wives into the work force. Inflation has seriously eroded the financial benefits perceived to accompany overseas service. A fresh and innovative look at motivational factors affecting overseas services is needed. The Executive Committee should initiate such a study.

3. Emergency Role of CIA - The current administration is beginning to focus more attention on emergency preparedness and the ability of the central government to continue to function in the event of a national disaster such as an attack on the United States. The Executive Committee should review plans and procedures covering planned emergency scenarios and provide guidance on support functions that will be needed in the emergencies. For example, the availability of survivable data bases and information systems may well determine whether CIA can carry on a meaningful emergency role. Costly long-term efforts are needed in the support areas and policy guidance is needed to give such efforts validity and momentum.

OS REGISTRY

FILE *Committees 18*

3 0 MAR 1979 ✳

MEMORANDUM FOR: Associate Deputy Director for Administration

FROM: Robert W. Gambino
Director of Security

SUBJECT: Revitalized EAG

REFERENCE: Memorandum from ADDA to D/Sec dated
27 Mar 1979, same subject (DDA 79-0394/2)

1.   The Office of Security has reviewed the list of proposed topics for consideration by the Executive Advisory Group forwarded with the reference memorandum. It is believed that the list is a solid one and contains many topics that should be considered by such a body.

2.   In terms of priorities, we would suggest that those items dealing with utilization of manpower, viz, numbers 13 (Managing the process of doing more with less), 14 (Productivity enhancement) and 11 (Manpower allocation) perhaps should enjoy a higher priority. With respect to additional topics, we believe that it would be useful to consider the question of internal versus external management training, i.e., do we get better results from bringing an outside expert in to train a homogenous group of Agency managers than sending individual Agency managers to heterogenous training sessions at such schools as Harvard?
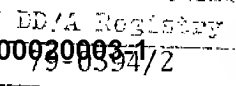
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/Robert W. Gambino

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DD/A Registry
79-0594/2

27 March 1979

MEMORANDUM FOR: Director of Communications
Director of Finance
Acting Director of Data Processing
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Acting Director of Training
Executive Officer, DDA
Assistant for Information, DDA
Chief, Management and Assessment Staff, DDA

FROM: Clifford D. May, Jr.
Associate Deputy Director for Administration

SUBJECT: Revitalized EAG

1. Attached for your information are draft papers outlining the plan to revitalize the EAG in the form of a CIA Executive Committee. In addition I have attached for your information examples of topics that have been suggested by the Office of the Comptroller for consideration by the Executive Committee. It is expected that the Executive Committee will begin to operate in accordance with its new charter within a week or so.

2. We plan to add to the list of Executive Committee topics certain other tasks that have been separately assigned, such as CIA Retirees, Recruitment on College Campuses, State/CIA Interaction on Training and Improved Language Incentives. Because work in these areas is already underway, we would expect to be able to schedule their consideration by the Committee at an early date.

3. After you have reviewed the attached list of topics, I would appreciate any suggestions regarding additional items as well as the priorities that should be assigned in dealing with the topics. Your response should be received by noon 30 March.

STATINT

Clifford D. May, Jr.

Attachments:
1. Draft Outlines on
   CIA Executive Committee
2. Examples of topics

Regraded Unclassified when separated
from Classified Attachment(s)

SECRET

C853

1. <u>Meetings</u>. The Executive Committee will normally meet weekly on Wednesday, 3:30-5:00 in the DCI's Conference Room.

2. <u>Agenda</u>. Meetings will have the following format (with specific items ignored as appropriate):

a. Summary and clarification of the agenda.

b. Substantive items. Generally meetings will be limited to one or two topics. Where more than one such item is on the agenda, decision items will take precedence (that is, items brought up for the Chairman's decision based on presentations and Committee discussion), followed by information items (involving presentations to the Committee, but no decision except possible follow-up activity), and then discussion items (where extended discussion among Committee members is anticipated, perhaps based on previous briefings, completed studies, or think pieces.)

c. Proposed agenda for future meetings. The Secretary will report on current activities and pending items. Members will be solicited on topics they would like the Committee to address.

As a general rule, items brought up for Committee consideration will require prior knowledge by all of the members, and where appropriate, preparatory work by the members and the staff.

3. Meeting attendance. Committee members are expected
to attend meetings. Their deputies should attend in their absence.
The Chairman will advise individual members when their participation is
not required. Other Agency officials will be invited by the Chairman
to attend Committee meetings during those portions involving presentations
and discussions within their areas of responsibility or expertise.

4. Committee and staff paperwork.

    a. Where appropriate, pre-meeting material will be
distributed to the members by the Secretary, at least
two days prior to a meeting. All such material must
go to the Secretary for distribution, who will review
and assemble it for all members. Minutes of Committee
meetings will be drafted and coordinated by the Secretary.

    b. Documentation of the Chairman's decisions will
be provided by decision memoranda. Similarly, a Chairman's
action memorandum will be used to spell out follow-up
action to be taken as a result of Committee deliberations.
It will provide the terms of reference for a task to be
performed for the Committee: analysis of a proposal, study
of a problem, or development of a plan. Normally a task
will be assigned to one member for action. If that member
sees the need to use significant resources outside his
control in order to carry out the task, the action memorandum
may call for a task group to be formed, with resource levels
from each contributing member clearly identified. The

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Committee staff will assist in drafting and coordinating
these memoranda.

c.   The Committee Secretary will maintain the master files of Committee-related material, including an up-to-date list of pending agenda items and staff review items. The staff will prepare studies on agenda items at the direction of the Chairman and provide him with periodic reports on its activities.

DRAFT NOTICE

Establishment of the CIA Executive Committee

1. The CIA Executive Committee is established, replacing the Executive Advisory Group. Membership of the Executive Committee is as follows:

Chairman: Director of Central Intelligence

Vice Chairman: Deputy Director of Central Intelligence

Members: Deputy Director for Administration
                 Deputy Director for National Foreign Assessment
                 Deputy Director for Operations
                 Deputy Director for Science and Technology
                 Comptroller
                 Director, Equal Employment Opportunity

2. Purpose. The Executive Committee is an integral part of the decision making and review process at the executive level of the Agency. The purposes of the Committee are to:

Facilitate a shared understanding among Agency executives

of basic problems and encourage an Agencywide perspective

in their solution.

Assist the DCI and the DDCI in establishing policies

affecting the Agency's mission and functions and its

relationship to the Intelligence Community and to the

rest of the Government.

Act as the Agency's strategic planning mechanism for

major long-term inter-directorate activities.

Review proposals for major new Agency programs and

significant changes to existing programs at the direc-

tion of the DCI and the DDCI.

Periodically review progress on actions subsequent to

the initial Committee action.

A key concern of the Committee will be Agency policy and planning.
For example, as a consequence of Committee deliberations, the Chairman
may direct that strategic plans be developed in specific areas. The
purpose of such plans is to set a three-to-five year course for reaching
objectives that are fundamental to or impinge on the Agency's mission
in that time frame.

3. Committee Agenda. In pursuing these purposes, the Executive
Committee will consider topics that:

affect the mission of CIA or affect the Agency's ability

   to meet its responsibilities now and in the future;

are cross-directorate in nature or otherwise affect

   the CIA as a whole; or

have long-term implications.

4. Staff Support. The position of Secretary, Executive Committee is
established to support the Executive Committee and to address issues of
interest to the DCI and the DDCI. The Secretary, Executive Committee will:

Prepare Committee agendas and minutes and circulate

   appropriate preparatory material to members.

Draft terms of reference and assist Agency components

   that are assigned responsibility for developing policy

   papers, strategic plans, and other cross-directorate

   action proposals for the Committee.

Track progress on approved policies, strategic plans,

   and other Committee actions.

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Analyze cross-directorate issues and review personnel

as assigned by the Chairman.

The Secretary, Executive Committee and the Executive Committee Staff will reside in the O/Comptroller.

5. <u>Responsibilities of Members.</u> In most cases, the Chairman of the Executive Committee will assign responsibility for a specific topic to an individual Committee member, who will draw upon Agency components as appropriate for help in studying the problem and proposing solutions. The member will inform the Committee of progress and present recommendations for its review.

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Examples of Executive Committee Topics
(In random order)

1. <u>Relationships with other members of the Intelligence Community.</u>
As Presidents, Directors, and Congress have forced the Intelligence
Community closer together, we have been adjusting to the need for much
closer relationships with all of our partners in the intelligence process.
Much has been done. Much remains to be done. It might be useful for
the Executive Committee to devote systematic attention to the question
of how we might improve relationships with NSA, DIA, the Navy, and State,
for example. It could be useful to ask Bobby Inman, Admiral Shapiro, or
others to sit down for an afternoon with our senior managers to discuss
mutual problems, or we could find other ways to pursue this problem. (C)

2. <u>Personnel policy.</u> Of immediate interest is the progress being
made by the NAPA group on the personnel management systems study. Second,
we might want to look at our overall approach to leadership development,
including the potential impact of the recently enacted civil service
reforms in this area. (U)

3. <u>Flow of our analytical product to outside consumers.</u> John
McMahon raised the point some months ago that DDO raw traffic goes to
outside consumers and to the Intelligence Community without coordination
with NFAC. The same is true of NSA traffic, of course. The flow of
this traffic, particularly to the NSC and the State Department, might
render irrelevant a substantial amount of the NFAC current product—
because the raw material was previously made available to policymakers.
There is a question as to whether much can be done about this problem,
but we might benefit from a better understanding of how the system
works, and what effect it has on our outside consumers and on our
efforts to upgrade product quality. A staff study might be in order.
(C)

4. <u>Critical, long-term intelligence problems.</u> The senior Agency
management team, without leaning too heavily on their staffs, could
spend considerable time in fruitful discussion on the four or five
intelligence problems we need to work very hard and on looking at ways
to mobilize Agency resources to get the answers to intelligence questions
we will be asked three to five years from now. The two Pilot Collection
Programs—the Soviet directed energy weapons capability and the Soviet
strategic ASW program—are examples of the value of focusing top-level
attention on tough intelligence targets. A set of goals could emerge
from these discussions which are meant to influence planning in many
sectors of our work—R&D, collection strategies, and personnel develop-
ment (among others). The Executive Committee might commission plans
to achieve these goals and track progress against them. (S)

5. <u>Agency information handling activities.</u> The DDA and the Comptroller
have begun a series of steps that should lead to answers about where we want
to be in information handling capability in five years and to a strategy

for getting us there. This is now included in the DCI goals program,
but continuing involvement of the Executive Committee is needed to carry
this off. (U)

6. Authorities of the deputy directors. There exist a variety
of formal and informal understandings between and among the DCI, the DDCI,
and the four deputies relating to the exercise of their authorities.
Turnover in senior personnel and the changing external environment have
blurred or altered these understandings. It would be helpful to all
concerned to review, and adjust as appropriate, existing understandings
related to, for example, the authority of the deputy director to make
appointments to key positions in his directorate, to make organizational
changes, to eliminate or reduce a service affecting others, and to cooperate
with foreign liaison services or other agencies of the US Government. (U)

7. Management lessons to be learned from others. In the past,
EAG was put in contact with authoritative outsiders (at IBM and Lock-
d) who discussed with us how they approach management problems very
ilar to ours. One or two visits like this over the next year might
be considered. (U)

8. Clandestine technical collection. Our performance in this area
has not been good, but it has promise. We need to decide how serious
we are about the use of DDO and DDS&T assets to go after the tough targets
in denied areas. If we reaffirm our commitment to clandestine technical
collection of intelligence data, we need to set a course that will improve
our ability to carry out such operations successfully. Again, goals need
to be set, plans developed and tracked. (S)

9. Agency communication systems. One of the recommendations of the
Intelligence R&D Council is that we develop a system for a "high capacity,
secure, nonvulnerable communication from collectors to users." A planning
effort has been started by an Agency group on a piece of such a system
(agent communications). Before this effort goes too much further, it
might be wise for the Committee to look downstream at the overall communi-
cations capability we would like to have and can afford. (S)

10. The evaluation function. A variety of methods are now employed
by Agency components to track how well they are performing their job,
some more successful than others. This experience might be compared
to see if there are common elements of evaluation methodology that could
be extracted and applied across the board. This is a fundamental area
of executive responsibility where there is a significant gap between the
efforts within the directorates and the fledgling effort at the Community
level. (U)

11. Manpower allocation. Are we making proper use of available
Agency manpower to meet the national intelligence needs of the US? This
fundamental question was examined by the ADD's about five years ago
(under heavy pressure to reduce Agency ceiling). In view of continuing
ceiling pressures, it bears re-examination. (C)

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12. Agency, which resulted in the creation of OSO and in an initial treaty with NSA, was tracked closely by the EAG. A second major stage of this activity could be the establishment of a set of objectives in SIGINT that the Agency would like to achieve within five years. This topic might not meet the cross-directorate criterion, but it is of such fundamental importance to the Agency's future that it needs the attention of all of us. (S)

13. <u>Managing the process</u> of doing more with less. We feel the impact of the unrelenting belt tightening every day, not just at budget time. And every day we are asked to do more. Are there useful ground rules for dealing with these conditions at the executive level? For example, substantive initiatives or new directives to beef up this or that often filter downward, without guidance on the resources needed to get the job done. Conversely, when a component forwards a high-priority proposal and is willing to move money or people from some other program to get it done, there is the danger of not only losing the battle on the new proposal, but by calling attention to the function to be sacrificed, of losing that too. A discussion of these problems could yield some gentleman's agreements with the goal of more open discussion (and better decisions) on what new things we want to do and the price we are willing to pay. (U)

14. <u>Productivity enhancement</u>. Can we work toward a more productive organization without resorting to motherhood exhortations and artificial measurements and comparisons? We probably can, but the key is whether it is feasible to adopt a policy that encourages investment in proposals that will achieve net savings in manpower and other costs. Even in the face of tighter budgets, we may be able to get OMB and Congress to listen to proposals for investments in certain areas. But we are not now in a position to make such proposals effectively. (U)

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16. <u>Our equities in "friendly" countries</u>. The Agency's interests and those of some governments and their intelligence services have become rather closely entwined over the years. We have significant investments in real estate, trained indigenous personnel, hardware, and information exchange in some cases. But a realistic assessment rarely is made until we are in danger of losing much of that investment, witness Iran. Are there equities in other countries with whom we now work in partnership that ought to be examined now to estimate our losses should that relationship be strained or broken--with

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for example? Conversely, should we try to anticipate potential improvements
in relations with not-so-friendly nations so that we are prepared to discuss
options for creating mutually beneficial relationships? (S)

17. Relations with RMS and CIS. We are still feeling our way toward
achieving a workable arrangement with these two staffs. RMS already has
a strong voice in budget matters and CIS is just now acquiring some muscle
that it will want to flex. In both cases, we will have unique problems
in the Community because of the special situation the Agency has vis-a-vis
the DCI and these staffs. The Executive Committee, in looking out for the
Agency's interests, should track these relationships as they evolve,
particularly as they affect the budget process. (U)

18. Costly collection systems. Funds for the development of major
intelligence data collection systems take a major portion of the intelligence
budget. Decisions on proposals made within other programs affect our
budget indirectly, and CIA-funded systems or subsystems, of course, have
a major effect on all of our individual budgets. Each of us exercises
some influence on funding decisions for these large systems. Could our
joint consideration of these proposals improve the decision making process?
(S)

25X1A   19. Release of intelligence information to foreign nationals. In
recent years standard dissemination controls have been defined (NOFORN,
███████). In addition, there are broad policies on the releasibility
of certain categories of information (from specific overhead systems,
for example). These provide a basic foundation for an information release
policy, but cannot account for the special arrangements that are proposed
and acted on daily and the many precedents that are set and followed in
individual Agency components. Are all of these arrangements mutually
consistent and are they consistent with the basic policy in effect in
dealing with the country in question? A review of our current practices
and policies in releasing information to foreign nationals might be in
order. (S)

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